

Customer Annual Report 2025



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Welcome...

Dear customer,

Welcome to our Customer Annual Report, which shares how we've performed in 2024/25 against the standards you can expect from us. It sets out where we've done well, where we've fallen short and how we plan to do better.

Over the past year, we've focused on building the strong foundations needed to deliver better services for you.

Listening to what you want and need has been at the heart of our work. We've worked with more customers than ever before to ensure your voices are heard and that we're using your feedback to drive positive changes.

Overall satisfaction with our services in 2024/25 was: 60.7% of social and affordable rented customers

(compared to 58.0% in 2023/24) and 27.7% of shared ownership customers (compared to 23.8% in 2023/24).

This comes from almost 2,000 surveys carried out with residents as part of the Tenant Satisfaction Measures (TSMs).

Whilst we've made improvements, we've still got lots of work to do over the next couple of years and we know how important it is to get the basics right. Read on to see what we've done so far and what we're focusing on next.

Thank you for reading this report.

Best wishes,



Ian Wardle
A2Dominion Chief Executive



Alan Collett
Chair of Group Board



Coretta Scott
Customer member of Group Board



Emma Palmer
Chair of the Customer Services Committee & Board Member responsible for Complaints

Our performance information



This report includes data from our Tenant Satisfaction Measures (TSMs).

Please visit **a2dominion.co.uk/tenant-satisfaction** to view our results and to find out more about how we carried out the surveys.



Customer voices at the heart of our improvements

Over the past year, we've worked closely with customers to better understand your experiences and make positive changes to our services.

Increasing customer involvement

18% increase in the number of people joining our resident feedback programme.

15% increase in customer workshops and focus groups.

5% increase in customer surveys, with **13,789 carried out** last year.

How customers are getting involved

- Taking part in surveys to tell us what you like and don't like.
- Helping us design services that work better for you.
- Joining focus groups to talk about specific topics or services.
- Collaborating with us to shape digital services and a new repairs system.
- Checking the quality of our complaints responses.
- Reviewing our policies.
- Inspecting our performance against regulatory standards.

The difference this has made

Better repairs system coming soon

With your feedback, we developed the scope of our new repairs system to ensure it tackles the main issues you've told us about, such as a lack of updates on delays. It's due to launch this autumn.

Clearer service charge booklets

Thanks to your input, our service charge booklets now include more detailed explanations of costs. This has made things more transparent and reduced follow-up queries.

More flexible ways to access our service

You asked for more choice in how you contact us. That's why we're developing new digital tools so you can self-serve when it suits you.

Case study



Coretta Scott, who's been part of A2Dominion's Customer Services Committee for over three years and involved in resident groups since 2012, has now joined our Group Board, becoming the first ever customer to do so. Coretta said:

"Having a seat at the table where decisions are made ensures some representation and enables residents' views and voices to be heard and understood. I look forward to working with the Board and the Customer Service Committee to support A2Dominion with helping residents to ensure they receive the services they need and deserve."

Did you know?



We've held **69 focus groups and workshops** on key topics such as communications, repairs, service charge and complaints.

We've **appointed our first-ever customer to the Group Board**, making sure your voice is heard and acted upon at the highest level.

Every month, we **share customer video and voice clips** so they can hear your feedback first hand.

We put forward **two A2Dominion customers to join the G15 Residents Group**, giving you a voice across

the wider housing sector. The G15 is a group of London's largest housing associations (www.g15.london).

Currently, our Resident Scrutiny Panel helps us by reviewing key policies. But we've recently set up a new **All Residents Panel** and **recruited nine residents to work with us** to help shape and improve services.

And later this year, we'll be launching a **brand-new Customer Scrutiny Panel** – a larger, more diverse group that will get involved earlier in shaping and scrutinising how we work.



Visit our website a2dominion.co.uk and search for 'get involved' or call us on **0800 432 0077**.

Performance overview

How did we do?

What you told us...

You'd like **faster and better-quality repairs**



Our actions and how customers are shaping services

Last year, we carried out 100,448 repairs. We know repairs is an area of frustration. We're making major changes to improve your repairs journey and keep you updated. See our new repairs improvement plan to see what changes have been delivered and what's coming. Visit our website at a2dominion.co.uk and search for 'repairs service'.

Our performance over the last year

Overall satisfaction with our repairs service was:

63.7% (2023/24: 57.2%)*

72% repairs were completed on our first visit.

* TSM data

Did you know?



Customers have helped us test a **new system** that makes it easier to **track and manage repairs**, with **clearer communication** along the way.

Performance overview

How did we do?

What you told us...

You want us to **reply quickly** to your enquiries and keep you **better informed**



Our actions and how customers are shaping services

As part of a three-year programme, we're making big improvements to how we manage customer contact to give you a better customer experience.

Our performance over the last year

Satisfaction that we listen to your views and act on them:

Social and affordable renters:

54.6% (up from 47.4% in 2023/24)*

Shared owners:

23.8% (up from 18.3% in 2023/24)*

Satisfaction that we keep you informed about things that matter to you:

Social and affordable renters:

66.9% (up from 59.4% in 2023/24)*

Shared owners:

41.2% (up from 34.9% in 2023/24)*

* TSM data

Did you know?



Your feedback has been helping to shape the new services we're delivering.

We're enhancing our customer portal, My Account. We're also bringing in more self-serve journeys through live chat and our call centre, so you can access services 24/7 if you choose to do so.

Residents will have a person from A2Dominion who knows about their home and neighbourhood who they can contact. They will be able to help you with most things and will regularly visit the estate or neighbourhood where you live. We're running a pilot later this year and will keep you updated on our progress.

Performance overview

How did we do?

What you told us...

We need to **improve** how we **respond to complaints**



Our actions and how customers are shaping services

We know we need to improve the quality of our responses and to get back to you faster. Most complaints last year related to us not resolving issues quickly enough, not keeping you up to date and the quality of our services.

We appreciate it when you take the time to let us know that something has gone wrong, and we use your feedback to help us learn and improve.

Our performance over the last year*

Social and affordable renters:
70.2% of stage 1 complaints responded to within the required timescales (2023/24: 43.5%)*

Shared owners:
71.4% of stage 1 complaints responded to within the required timescales (2023/24: 38.5%)*

* TSM data

Performance overview

How did we do?

Did you know?



Last year, a group of **11 customers reviewed over 40 complaint responses** and shared their ideas for improvement, which we've listened to and actioned.

This complements the work we're doing to **deliver improvement plans for key service areas, such as repairs**. This is helping us to understand the root cause of issues you're experiencing and to put things right. In the year ahead, we're reviewing all our processes, including lifts and estate inspections, with customers involved in this work too.



Case study



Georgia Edwards was one of 11 residents who helped us review and improve how we respond to complaints. Georgia said some clear themes came through, especially around quality of communication and not following up properly.

Thanks to Georgia and the rest of the group, we're working on improving how we write our complaint responses, making them clearer, more empathetic, and more focused on what matters to you.

Georgia told us...

"We need to say sorry clearly and explain the steps we're taking to make things right. It's better to give honest timelines and updates than to make promises we might not be able to keep."



Performance overview

How did we do?

What you told us...

You want more **information** and **transparency** about **service charge costs**



Our actions and how customers are shaping services

Many of you have expressed concerns about rising service charges, caused by increasing costs for things such as insurance, energy and maintenance.

Some leaseholders and shared owners were also concerned that they pay for tenants' service charges, but that's not the case. Tenants pay their own service charges, which are included in their rent.

Last year, we ran focus groups and surveys to better understand your concerns. The main themes related to wanting clearer communications, greater transparency and faster responses.

Our performance over the last year

We reduced the timeframe for responding to service charge queries **from 30 days to 20**.

We included more detailed service charge cost explanations in your booklets, and saw **a 44% reduction in enquiries**.

We resolved service charge queries in an **average of 11 days** (2023/24: 23 days).

Did you know?



We've listened to your feedback and made changes to service charge booklets, **providing more detailed information and explanations of costs**, leading to a **44% reduction** in follow-up enquiries.

We've introduced **additional checks**

for costs at schemes where there were large differences between estimates and actual charges to improve accuracy.

We're **exploring new technology** to help us give you **better breakdowns of your costs** in the future.

Performance overview

How did we do?

What you told us...

Communal areas need to be **better maintained**



Our actions and how customers are shaping services

You told us communal areas need more attention, and we've listened. We've:

- **increased the frequency** of estate inspections
- **appointed new lift contractors** delivering a programme of upgrades to communal entrance doors
- been finding **better ways to tackle pest problems**.

Our performance over the last year

Satisfaction that we keep communal areas clean and well-maintained:

Social and affordable renters:

61.5% (up from 60.9% in 2023/24)*

Shared owners:

45.0% (up from 40.2% in 2023/24)*

* TSM data

Performance overview

How did we do?

What you told us...

You're concerned about **damp and mould**



Our actions and how customers are shaping services

In 2024/25 we **resolved 4,230 cases** of damp and mould.

We expanded our team of specialist surveyors who are trained to recognise, report and prevent damp and mould. This is helping us to carry out inspections faster, better manage complex repairs and make sure works are delivered to a good standard.

We introduced dedicated Case Managers with responsibility for tracking the progress of repairs and setting out clear timescales. We categorise cases of damp and mould to ensure we deal with emergency issues quickly. We can put emergency measures in place, such as mould washes if required.

Our performance over the last year

Satisfaction that your home is safe:

Social and affordable renters:
71.8% (2023/24: 63.9%)*

Shared owners:
47.1% (2023/24: 39.2%)*

* TSM data



Did you know?



 We're investing to help us better understand the root causes of damp and mould in our buildings, including new technology that can help predict damp and mould.

 We've started a **new pilot to help manage humidity levels**, one of the main causes of condensation and mould. As part of this pilot, some customers are receiving hygrometers. These are small devices that measure humidity in the air. These help you spot when moisture levels are high, so you can take simple steps like opening a window while cooking or drying clothes indoors.

 We're also **exploring the use of smart sensors** that can send us real-time information about humidity and temperature in your home. This would help us step in earlier if there's a risk of damp or mould developing. We're still in the early stages of assessing the available products, but we're excited about the potential to offer even better support.

In October 2025, the **introduction of Awaab's Law** means social landlords will be required to investigate and fix serious damp and mould issues within new timescales.



What to do if you're experiencing an issue...

Contact us as soon as possible by emailing dampandmould@a2dominion.co.uk or calling **0800 432 0077**.



Performance overview

How did we do?

What you told us...

You want us to
**improve how we tackle
anti-social behaviour**



Our actions and how customers are shaping services

Over the past year, we've:

- introduced a **specialist anti-social behaviour (ASB) team** and **invested more in training staff**
- **supported 565 customers** who reported ASB to us, compared to 652 the previous year
- **resolved reports of ASB** within an **average of 25 days**, compared to 72 days the year before and ahead of our 90-day target. However, more complex cases of ASB, such as those involving legal action, can take longer to resolve.

We are working on improving how we keep you updated with your ASB cases as part of our wider improvement programme for how we manage contact with customers.

Our performance over the last year*

Satisfaction with how we respond to anti-social behaviour:

Social and affordable renters:
55.6%
(up from 47.7% in 2023/24)*

Shared owners:
25.4%
(up from 18% in 2023/24)*

* TSM data

Did you know?



The housing ombudsman recommended that housing associations **treat cases of anti-social behaviour and noise nuisance differently**, which we took on board.

We developed a **policy and procedure to deal with noise and neighbour**

nuisance. However, we recognise that both can provide significant distress and take all cases seriously.

We have a dedicated team set up to deal with these cases. Find out more about how we can support you: www.a2dominion.co.uk/help



Our action plan



In early 2024, the Regulator of Social Housing, which sets standards for housing providers in England, downgraded us to a G3 (governance) / V2 (viability) rating.

This meant that while we continued to meet the regulator's financial viability requirements (V2), we needed to make significant improvements to our governance arrangements to comply with its Governance & Financial Visibility standard.

This relates to business planning, risks and controls, and data. We've been working through an action plan agreed with the regulator and we're making good progress.

To find out more, visit our website, a2dominion.co.uk, and search for 'regulatory grading'.



Investing in communities

We invest in local communities in a range of different ways, from providing support with finances, employment and wellbeing to helping those facing homelessness or domestic abuse.

Last year, we created £19.6m in social value. Social value is a way to measure the

impact of our projects and is widely used by housing associations. The social value calculator allows us to quantify the value of things, such as support for wellbeing and mental health, and to measure the unseen financial value of our services to the people and communities who have used them.

2,396

The number of customers we helped to **access financial support**.



£11.4m

The **total value of grants and benefits** that we helped customers to access.



9,279

The number of residents we **supported** with **cost of living, health and wellbeing**.



£560,000

The amount of **external funding** we secured to deliver services supporting cost of **living, mental health, and wellbeing**.



6,500

The number of **food donations delivered** to residents.



925

The number of **new homes we built**.



2,461

People supported by our domestic abuse service.



12 people **recognised for their work supporting local communities** at our annual Making a Difference awards.





How we've been doing
A closer look



Shaping the future of customer and community services together

We asked more than 1,000 customers to share their thoughts on their tenancy and neighbourhood experiences.

Your feedback has helped us create a three-year plan to improve the services that matter most to you.

We know it can be frustrating when things don't get resolved quickly. That's why we're investing in changes that will help our teams work more effectively.

We're making it easier for colleagues to make things better for you - so you get the service you deserve.



Here's what we're doing over the next three years:



Co-designing services with you

- You told us you don't always know who your housing officer or neighbourhood manager is. So, this autumn, we're piloting a new model, in selected locations, creating **smaller, more local patches with staff who are more visible and based in your community** – helping build stronger relationships.
- We're also introducing **a new way to manage complex customer cases**, making sure no one falls through the cracks – a key area you told us needed improvement.
- This is just the beginning – we'll continue to **involve you in shaping our services**, making sure they reflect your needs and priorities.



Offering more choice

- We will be making it easier for you to **self-serve** when you want to – giving you more control and convenience for things such as arranging a repair or paying your rent.
- By offering these options, our teams will have **more time to support customers** with more complex enquiries on the phone or in person.



Stronger, joined-up support

- We'll be launching a **new Intensive Customer Support Team** to bring together expertise and local knowledge around safeguarding, tenancy sustainment, community support, and anti-social behaviour services.
- This means in the future **we will offer clearer, more co-ordinated support** – and **work more closely** with local authorities, charities, and community groups to get you the right help when you need it.



How we've been doing
A closer look



Repairs

What we've done

Repairs delivered

- **100,448 repairs completed** in customers' homes.
- Average time per routine repair: **20 days** (Target: 20 days).
- We **track any delays** until repairs are finished.
- Introduced **tracking of operatives so you have more information** about when your operative will arrive.
- **Monitoring Voice of the Customer Survey** after each repair visit and calling back customers where there are issues.

Home improvements

- **£26m invested** to upgrade 5,000 homes.
- **New kitchens, bathrooms, and windows** installed.
- **Over 90%** of customers were satisfied.
- We **contact any customer not happy** with the work by telephone to resolve the issue. If the matter is more complex, we arrange a home visit to discuss their concerns in person and find a solution.



Our performance

63.7% satisfaction with our repairs service
(2023/24: 57.2%)*

63.8% satisfaction that homes are well-maintained
(2023/24: 54.9%)*

* TSM data

73.9% of non-emergency repairs completed within the target timescale
(2023/24: 68.8%)*

85.3% of emergency repairs completed within the target timescale
(2023/24: 68.0%)*

How we've been doing

A closer look



Did you know?

We've brought in **more surveyors to speed up repair assessments**, and added **case managers to keep you updated every step of the way**.

We've **appointed two new lift contractors** which has reduced the time that lifts are out of service for.

We've **started upgrading hundreds of communal door entry systems** to improve security. So far, we've inspected over 1,400 systems.

After every repair completed by Pyramid Plus, **we now send out a quick survey to hear how it went**.

We receive around 500 responses each month – and we're using your feedback to keep improving. We call any customer who scores us a 6 or below within 48 hours to understand and resolve any issues.

Later this year, we're launching a **new repairs system to help us schedule jobs** more efficiently and give you more control over your appointments.

We'll also be **investing a further £163m** over the next few years as part of our on-going programme to maintain homes.

Making homes warmer, safer and greener



We've completed a £3m project in Spelthorne, Surrey, where we upgraded 107 homes to make them warmer, safer, and more energy-efficient. Our team replaced old doors and windows, added loft and wall insulation, and improved ventilation to help reduce condensation.

One resident, **Charles**, told us: **"I'm very pleased with the work. The contractors were good workers and polite. The quality is outstanding, and the manager and staff were helpful all the way through the process. I have no doubts that this will improve the living standards in my home."**

And this is just the beginning. Over the next five years, we'll be upgrading 5,000 more homes to reach at least a C energy rating – helping more customers enjoy warmer homes and lower energy costs. It's all part of our long-term goal to become a net zero carbon organisation by 2050.





Complaints

What we've done

We responded to **22% more complaints** within the required timeframe, compared to the year before. However, we recognise we've still got more work to do.

Top reasons for complaints are:

- delays in fixing problems
- duality of the work
- lack of communication.



Did you know?



We held **feedback workshops** with customers, which highlighted concerns with the tone of our complaints letters and a lack of empathy. Customers reviewed over 40 complaints letters we'd sent, and using the feedback given, we now:

- **provide clearer explanations** around what went wrong and how we're actioning lessons learnt
- show **more empathy** and **avoid jargon**
- provide a **named point of contact**, contact details and **timescales** for actions.

As well as improving the quality of our complaints responses, we're also:

- launching a **new system to better monitor and track complaints** and spot when there is a delay
- introducing **monthly reviews** with senior managers to identify patterns and address service issues
- **increasing the number of people in our team** to help us respond more quickly.

Our performance

Social and affordable renters:

70.2% of stage 1 complaints responded to within the required timescales*

73.7% of stage 2 complaints responded to within the required timescales*

2.85% of complaints were escalated to the housing ombudsman

Shared owners:

71.4% of stage 1 complaints responded to within the required timescales*

73.5% of stage 2 complaints responded to within the required timescales*

8,234 complaints received, compared to 5,497 the year before

Safety



What we've done

Your safety is our number one priority. We're committed to ensuring our homes and neighbourhoods are safe places to live. As well as delivering our fire safety programme, we're making improvements in a number of key areas including damp and mould, lifts and door entry systems to help you feel safer where you live.

Our performance

Satisfaction that your home is safe:

71.8% of social and affordable rent customers are satisfied that their home is safe (2023/24: 63.9%)*

47.1% for shared owners (2023/24: 39.2%)*

* TSM data

Fire safety

We've made significant progress with our fire safety programme with:

- **£50.3m invested** to date
- **240 homes** had cladding-related **fire safety works** this year
- **986 homes completed** since the programme began
- programme now **includes low-rise buildings**
- **£1.9m in new government funding** in the last year (£8.6m in total to date)
- **9,000 fire doors inspected** in buildings over 11 metres
- **£3.8m invested** in replacing fire doors.



How we've been doing

A closer look



Damp and mould

We've strengthened the way we tackle damp and mould in the homes we manage by:

- **expanding our team** of specialist surveyors
- introducing **dedicated Case Managers** to support you.

Rhiannon Baugh, who works in the Damp & Mould Team, said:

"As a case manager, I'm a dedicated point of contact for customers in my area. I manage each case from start to finish, coordinating works and keeping customers informed every step of the way. It's about building trust and making sure they feel supported."

This is helping us to deliver:

- quicker inspections
- better repair management
- clearer communications.



Building safety

We're now carrying out **more detailed safety checks** on the buildings we manage, including for:

- lifts
- fire doors
- entry systems.

This gives us improved information, so we can better plan repairs and improvements.

We're using new technology, such as **heat-sensitive cameras** to help us:

- spot hidden problems in communal areas
- take action before they become serious.

To support this work, we've **added more technical experts to our team**, including specialists in fire safety, electrics, and lift systems. This helps keep our high and medium rise buildings safe and well-maintained.





Service charge and rents

What we've done

£ Service charges

Last year, service charge costs went up due to rising prices for:

- cleaning
- lift maintenance
- building insurance
- other services.

We work hard to get your service charge estimate costs as accurate as possible, and we know it's frustrating when there are deficits (when the actual costs end up higher than what we originally estimated).

Through focus groups and surveys, you told us you wanted:

- **greater transparency** around cost increases, deficits and repair works
- **faster responses** to queries
- **better management** of contractors to deliver quality works and value for money.

Acting on your feedback, last year we:

- provided **more detailed explanations** in your booklets to explain what the costs are covering
- set up a **dedicated team** for service charge enquiries with faster timescales for responding
- **strengthened our oversight** of contractors by introducing:
 - more checks on repairs

£ Rents

Rent increases were lower than in previous years. Social rents, which are based on a government formula, increased by 2.2% compared to 7.7% the year before.

Our Tenancy Sustainment Team supports residents experiencing any financial difficulties. This year:

- we **helped 2,396 customers to receive financial support** totalling £11.4m
- we **assisted 30 families at risk of eviction** by securing £1,500 in Local Authority Household Support Funding to clear rent arrears
- there were **900 fewer customers in debt** compared to last year.

- increased post-repair inspections
- more estate inspections
- better monitoring of cleaning and grounds maintenance services.

We've also changed how we calculate building insurance. We now assess individual homes based on factors like size, location, flood risk, and building type. In 2024/25, for the first time, leaseholders and shared owners were sent a summary of their building insurance policy.



Our performance

We reduced the target timeframe for responding to service charge queries **from 30 days to 20 days**

We helped **more than 2,300** experiencing financial difficulties access **support worth £11.4m**

We resolved service charge queries in an average of **11 days**

We improved explanations in service charge booklets, leading to a **44% reduction in enquiries:**

- 2024/25: 1,441
- 2023/24: 2,595



How tailored support helped one resident clear rent arrears

When one A2Dominion customer found himself facing the possibility of losing his home due to serious significant arrears, things felt overwhelming. He was also dealing with mental health challenges and alcohol dependency, which made it even harder to manage. That's when our Tenancy Sustainment Team stepped in.

Kiran, one of our Tenancy Sustainment Officers, worked closely with the resident to review his income and benefits. She quickly spotted that the resident wasn't receiving money he was entitled to, including his State Retirement Pension.

With Kiran's support, our resident was able to make a backdated claim and received a £10,000 payment, along with regular weekly pension payments going forward. This helped him clear his



rent arrears and stay in his home. Kiran also helped him apply for housing and disability benefits to boost his income and make sure he could continue to manage his rent and live more securely. Kiran said:

"This support has been life-changing for our resident. Just a few months ago, he was at risk of losing his home – now he has a clear rent account and a regular income."



Issam's story

"This service has changed my life"

When **Issam Ibrahim**, a leaseholder living in Staines, was struggling to find work after moving to the UK in 2023, he reached out to our Employment Pathways Programme for support.

Issam, a qualified project engineer, met with Yasmeen from our Tenancy Sustainment Team. She worked closely with him to refresh his CV, highlight his skills, and boost his confidence.

Yasmeen also arranged a short-term placement with Mulalley Construction, one of our partners. Issam made the most of the opportunity – and it paid off, with Mulalley offering him a permanent role as an Assistant Site Manager.

Issam said:

"I'm so grateful to Yasmeen for all the support she gave me through A2Dominion's Employment Pathway Programme. She helped build my confidence, which led to me securing a job with Mulalley Construction. As a customer, this service is invaluable and changed my life."



Neighbourhoods



What we've done

!! Anti-social behaviour

We understand that anti-social behaviour (ASB) is a major concern for some of our customers, and we want you to know it's a top priority for us too. Over the past year, we've taken significant steps to improve how we respond to and manage ASB.

This includes:

- **setting up a new ASB team** to deal with issues more quickly
- providing **more support** to those affected
- **assigning a specialist** to every case who keeps in regular contact with customers
- investing in **colleague training**
- **strengthening our partnerships** with local agencies
- launching an **early intervention group** with the police and local agencies to help prevent ASB before it starts.

Last year, we:

- **contacted 97% of customers within 48 hours** of them reporting ASB
- **supported 565 customers** affected by ASB
- **resolved complaints of ASB within an average of 25 days**, faster than our 90-day target (although complex cases can take longer).



⚙ Estate maintenance

We know how important it is to keep your neighbourhoods clean, safe, and well-maintained.

We spent £14m last year on:

- grounds maintenance
- pest control
- bulk waste removal
- tree works
- bin contamination
- security at some schemes.

We ask all customers to dispose of bulky items properly and to use the correct bins for their waste. This helps keep your neighbourhood clean and safe for everyone.

How we've been doing

A closer look



When rubbish is fly-tipped or put in the wrong bins, we're legally required to remove it as it can pose a health and safety risk.

We understand this is frustrating for customers, as these costs are paid for through service charges. Last year, we saw a rise in fly-tipping across many of our estates. We dealt with **over 6,800 cases**, costing £1.3m to clear.

We also spent almost £350,000 clearing and sorting bins that couldn't be emptied by the council because the wrong rubbish was put in them. This is known as bin contamination, and it's something we're working hard to reduce with your help.

We continue to ask you to help us to deter people from fly-tipping by letting us know when it happens. This allows us to investigate and take action where we can.

We're also working with councils and residents to raise awareness of what rubbish can go in which bins to reduce instances of bin contamination.



Our performance

Satisfaction with our approach to handling anti-social behaviour:

55.6% Social and affordable rent customers (2023/24: 47.7%)*

25.4% Shared owners (2023/24: 18.0%)*

Satisfaction that we keep communal areas clean and well-maintained:

61.5% Social and affordable rent customers (2023/24: 60.9%)*

45.0% Shared owners (2023/24: 40.2%)*

* TSM data

Working together to tackle anti-social behaviour



Case study

Antony, an A2Dominion customer from Acton, faced anti-social behaviour after a new neighbour moved into his building. Antony experienced ongoing criminal damage in the building, and threatening behaviour, which affected not only him but also other residents in the building. Antony initially tried to resolve the issue by speaking with his neighbour directly and contacting the police, but the situation didn't improve.

Our Anti-Social Behaviour Resolution Team worked closely with Antony, offering guidance and practical support throughout the process. We also worked with the police and other partners to ensure the case was properly reviewed. Although the issue is still ongoing, A2Dominion has taken legal action and with a court order in place we're working towards a resolution.

Cost of providing services

As a not-for-profit housing organisation, we reinvest all our income into providing homes and services.

We ordinarily aim to make a small surplus each year. This year, we made a bigger **surplus of £116.4m** (2024: £21m deficit), with a large part of this coming from the sale of temporary homes in Westminster.

This enables us to deliver future investments in homes and to allow us to repay the loans which we have borrowed.

Our income

In 2024/25 we had an income of £543.3m.

We have several income sources, with the largest income from social rent and service charges which was 48.9% in 2024/25.



	Income %	Description
Social rent and service charge	48.9%	Social rents and service charge, affordable rents, supported housing, key worker, shared ownership and temporary accommodation.
Property disposals	21.4%	Income from selling homes to other landlords. This includes the sale of more than 300 temporary accommodation properties in Westminster.
Property sales	17.0%	Money made from selling homes that we've built.
Non-social rent	6.9%	Private rent, student accommodation and commercial properties.
Leasehold services	3.5%	Leasehold management services to residents.
Share of joint venture surplus	1.0%	Our share of profits from the sale of new homes built by us in partnership with other developers.
Management services / other	0.8%	Income from external agencies that use our properties for supported housing services.
Supporting people services	0.5%	Income from services for customers at supported living schemes.

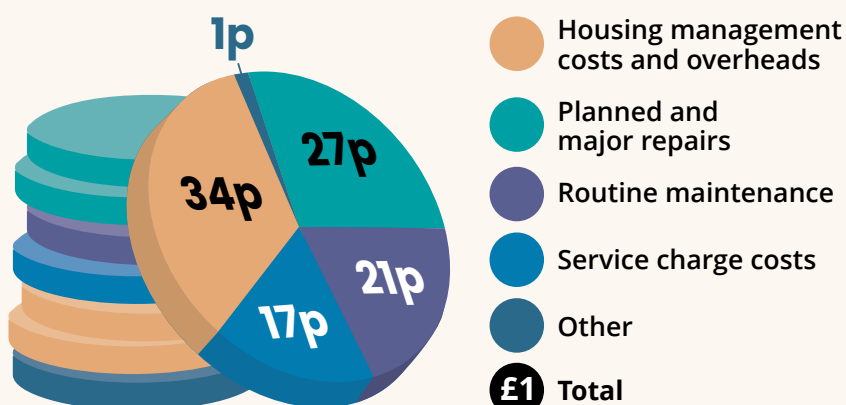
Cost of providing services



Our costs

For every £1 spent on social housing...

We use our income from social rents to cover costs of things such as repairs and maintenance. Spending on social housing is broken down as follows, for every £1:



* Management costs include managing and maintaining customers' homes and staff costs.

How do our costs compare to other housing associations?

The table below shows how we spend our income per social rent home that we own and manage compared to other social housing landlords.

	Average cost per social rent home 2024/25	Sector 2023/24 average (plus 2.4% CPI)
Service charge costs	£1,134	£1,020
Maintenance costs	£3,280	£3,122
Housing management costs and overheads	£2,349	£1,461
Total	£6,763	£5,603

Note: We have sourced publicly available information for 2023/24 as our benchmark and applied an average inflation of 2.4% for consumer price index covering the 12 month period to March 2025.

How we're working to reduce our costs

Over the past few years, the housing sector has faced some tough challenges. On-going economic uncertainty and high inflation have made it more expensive to borrow money, insure buildings, carry out maintenance, and build new homes. On top of that, the rising cost of construction and the need for more investment in building

safety, such as tackling damp and mould, have pushed up day-to-day running costs.

These pressures are being felt across the sector, but we know that our current spending on managing social rented homes is still higher than the sector average. That's why we've taken action to bring our costs down.



Over the last two years, we've introduced a wide range of cost-saving measures, such as closing our expensive central London head office, and we're already seeing early signs that these changes are making a difference. Operating costs are starting to stabilise, and we're on track to deliver £15m in savings and efficiencies. But we know there's more to do. We're now working to identify a further £15m in savings from 2026/27.

All these savings are being reinvested to help us strike the right balance between

reducing our costs and our on-going commitment to customer service and the effective management of safe, high-quality homes.

Key areas of investment include:

- repairs and maintenance
- modernising our systems
- redevelopment and regeneration of homes and estates
- enhancing our complaints handling service.

Directors' remuneration costs

The information below shows our directors' costs per social rent home. These are new measures required by the Regulator of Social Housing.

Measure	Actual 2024/25	Target for 2024/25	Target for 2025/26
Highest director's pay per social housing home*	£10	£9	£10
Directors' pay per social housing home**	£53	£57	£59

* The remuneration payable to the highest paid director, relative to the size of the landlord: This is the total amount of pay including basic pay, any performance related pay and benefits in kind excluding employer pension and national insurance contributions divided by the number of social housing units owned and managed – 27,877.

** The aggregate amount of remuneration paid to directors, relative to the size of the landlord: This is the total amount of pay including basic salary, performance-related pay and benefits in kind including employer pension and national insurance contributions divided by the number of social housing units owned and managed.



Your feedback

Thanks for reading our Customer Annual Report.

We'd love to hear what you think

Please take a minute to fill out our short online survey at a2dominion.co.uk/feedback2025. Your feedback will help us make future reports better.

As a thank you, if you complete the survey by 17 October 2025, you'll be entered into a prize draw to **win a £50 Amazon voucher!**

Terms and conditions apply. You can find them at a2dominion.co.uk/competition-rules.

Prefer to share your thoughts over the phone?

Please give us a call on **0800 432 0077** and speak to one of our team.

More information

We'll keep sharing updates with you through our monthly newsletter, Home, as well as on our website and social media channels – so you're always in the loop with what's going on.

Want to see our full Tenant Satisfaction Measures?

You can check them out at:

www.a2dominion.co.uk/tenant-satisfaction

Need this report in a different format?

Give us a call on 0800 432 0077 or visit:

www.a2dominion.co.uk/translations

Looking for more information about our services?

Head over to the Help hub section on our customer website: a2dominion.co.uk/help-hub



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Registered office: A2Dominion, 113 Uxbridge Road, Ealing, W5 5TL